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# Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, ICAPS

DATE: 25 November 1946

FROM : Assistant Director, Collection &amp; Dissemination

SUBJECT: Liaison Plan

Ref.(a): My memo of 20 Nov 1946, re subject.

1. In furtherance of Ref (a) and our conversation of 22 November, the following changes to Ref (a) are submitted:

a. Change Para 4 b (3) to read:

(3) Branch Chiefs shall have direct liaison with their opposite and related departmental Branch Chiefs as essential to the operational requirements of their respective Branches. This liaison, as well as new inter-Branch Chief liaison, will be established formally through ICAPS.

b. Change Para 4 b (4) to read:

(4) Working level liaison below the Branch Chief level shall be limited to that essential to operational requirements under the direct control of the Branch Chiefs as "spot" liaison or "working" liaison as follows:

(a) A "spot" liaison between working members for discussion of a particular project may be established by the Branch Chief by telephoning to his opposite member to make appropriate appointments. Such contact shall be for the duration of the one project only, and shall in no way authenticate continuing association.

(b) A "working" liaison between working members below Branch Chiefs may be established by written agreement between Branch Chiefs. ICAPS will be kept informed of all such liaison established. "Working" liaisons will be for continuing contacts found by experience to be essential to regular interdepartmental work.

c. Substitute following for Para 4 b (6):

(6) Whenever any agency initiates a requirement through CIG, liaison for such CIG representatives as necessary to process that requirement is assumed.



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Captain, U. S. N.  
Assistant Director for  
Collection and Dissemination

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TO : Chief, ICAPS

DATE: 20 November 1946

FROM : Assistant Director, Collection &amp; Dissemination

SUBJECT: Liaison Plan

1. Preliminary study of the ICAPS liaison plan furnished this office on 14 November indicated that the 3 Branches of OCD would not be able to discharge their responsibilities if the plan were placed in effect. Therefore, I had the single available copy circulated in turn to each of the 3 Branches, for study and comment. Their analysis has been fully considered in arriving at the conclusion set forth below.

2. The proposed plan is not considered operationally practicable and is not concurred in, chiefly because:

a. The placing of the chief burden of formal working contacts on the Branch Chiefs is impracticable. The formal contacts essential to OCD operations are so numerous that the Branch Chiefs would have to spend most of their time on details which should be handled instead by their subordinates. The subordinates would remain relatively idle and their efforts would suffer from lack of leadership. Operating efficiency of all Branches would be seriously impaired.

b. The plan does not permit liaison by the Assistant Directors. While this omission may not have been intended, nevertheless there is an obvious gap between the unlimited liaison permitted ICAPS and the restricted liaison permitted to Branch Chiefs.

c. The plan makes no provision for liaison by the Office of Operations. It is believed that Office may have need for operating liaison similar to that of the OCD. Also, some provision should be made for liaison by OSO, unless this liaison is to be covered in a separate plan for security reasons.

3. In August, this office submitted a recommendation that authority to initiate liaison be vested in Chiefs at least as far down as Branch Chiefs subordinate to Assistant Directors. Subsequent operating experience has confirmed the soundness of the view then expressed.

4. In view of the above it is recommended that:

a. The proposed plan not be promulgated.

b. A substitute plan be prepared embodying the following principles:

(1) ICAPS should have no restrictions placed upon its members in their liaison contacts required for the general execution of their overall coordination and planning duties.

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*[initials]*

(2) Assistant and Deputy Assistant Directors shall establish those personal liaison contacts with departmental opposites as they consider strictly essential to the full supervision of the operational requirements of their respective offices.

*[initials]*

(3) Branch Chiefs, under the supervision and control of the Assistant Directors shall establish direct liaison with their opposite and related departmental Branch Chiefs as essential to the operational requirements of their respective Branches.

*[initials]  
no expert  
in spot case]*

(4) Working level interdepartmental liaison shall be limited to control of the Branch Chiefs to that essential to operational duties.

*[initials]*

(5) Two general but apparently conflicting principles must be maintained:

(a) All liaison must be carefully restricted to that essential to efficient and complete execution of the functions of the office. This restriction is necessary to prevent the duplication of effort, the confusion of information and interests, and the confusion of office functions which would be caused by uncoordinated liaison.

(b) Nothing shall interfere with the free and unrestricted interchange of departmental intelligence information, ~~intelligence and cooperation essential thereto.~~

*[initials]*

(6) ICAPS shall periodically be informed of the status of established operational contacts in order to exercise its function of general supervision of interdepartmental relationships. Lists of such contacts shall be published from time to time for information of appropriate offices.

*no  
ICAPS  
prior approval*

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C. E. OLSEN  
Captain, U. S. N.  
Assistant Director for  
Collection and Dissemination

Encl:

Memoranda for Gen McDonald,  
Adm Inglis, Mr. Eddy,  
and Gen Chamberlin, w/encl:  
Liaison plan between Air, Navy,  
State, Int. Div., and CIG  
(with original only - ret'd to ICAPS)

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